



# **PROGRAM MANAGER FOR AMMUNITION**

**MARINE CORPS SYSTEMS COMMAND**

**FISCAL YEAR 03  
GUIDING PRINCIPLES**

**for  
Marine Corps Ground  
Ammunition**



# **PROGRAM MANAGER FOR AMMUNITION MARINE CORPS SYSTEMS COMMAND FISCAL YEAR 03 GUIDING PRINCIPLES**

I. **INTRODUCTION.** On 1 October, 2000, the Program Manager for Ammunition, in conjunction with the senior staff members of the organization, established the first set of formalized, overarching, guiding principles for Fiscal Year '01. This document continues the ground ammunition roadmap while leveraging off the successes of FY01 and FY02, focusing on both those goals unattained during the same time period as well as newly established goals. The Program Manager for Ammunition (PM Ammo), Marine Corps Systems Command, retains overarching responsibility for the Life Cycle Management of Marine Corps Class V(W). As such, the depth and breadth of this mission mandates a clear vision: a forward thinking document to map the internal direction of ground ammunition affairs. Similarly, it is essential to incorporate the myriad internal Marine Corps, Department of Defense, and other agency concepts, policies, and doctrine to ensure the future of ground ammunition accommodates the vision of our collective leadership.

**“To provide limited research, development, acquisition, and life cycle management support for all conventional ground ammunition required by Marine Corps Forces to train for and to successfully conduct amphibious warfare and expeditionary force operations.”**

**“Total Life Cycle Management of Ammunition”**

These guiding principles serve to focus PM Ammo's future efforts, resources, and labor in attempts to address critical issues facing the future of this commodity as well as to educate the reader regarding the state of Marine Corps Ground Ammunition.

II. **BACKGROUND.** Marine Corps ammunition management has been subject to many changes over the past several decades. These changes continue from many angles. The transition in the early 70s to automated accounting systems, five Program Manager changes since 1990, four physical moves, and continued mission expansion have all served to mold PM Ammo in some fashion. Significant in the growth of PM Ammo was the alignment from HQMC, I&L(LMG) to that of PM Ammo, Marine Corps Research, Development, and Acquisition Command (MCRDAC) in the late 80s. Further re-designation in the mid-90s of MCRDAC to the Marine Corps Systems Command aligned PM AMMO in its current Command structure as a stand-alone Program Office directly reportable to the Commanding General, Marine Corps Systems Command.

As with many organizations within the Marine Corps, PM Ammo continued to adapt to the increasing demands of technology introduction, a greater demand on Marine Forces, and continuous refinement of operational and tactical policy. With each change came the internal assessment regarding how best to address the assumption of new responsibility while shedding that which became obsolete. With the advancement into the year 2002 came the current organization with Life Cycle Management responsibilities of Marine Corps Ground Ammunition.

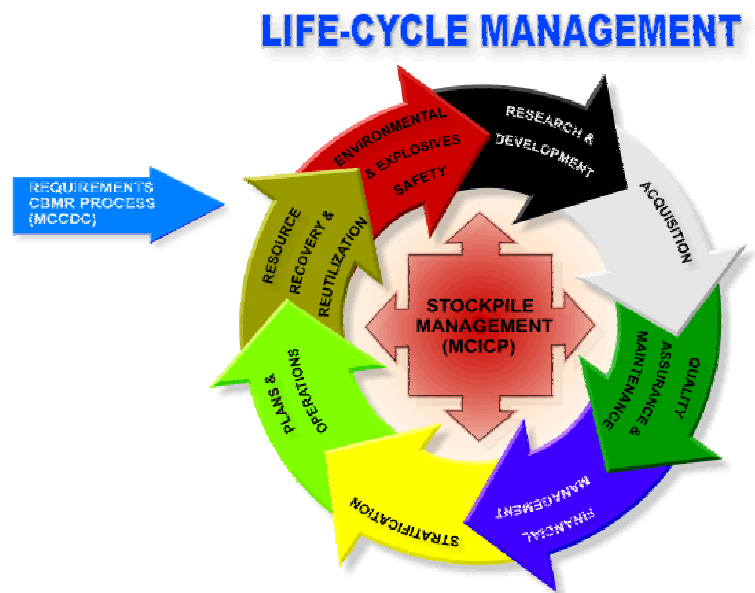
## FY03 GUIDING PRINCIPLES - THE PROGRAM MANAGER FOR AMMUNITION

Significant impacts to PM Ammo, as with the Marine Corps in general, were the introduction of Near-Term Prepositioning Force (NTPF) and the ultimate adoption of the Maritime Prepositioning Force concept. The 90s brought a major environmental influence into all DoD munitions management. For the first time, the advent of the Military Munitions Rule in 1997 singularly mandated management of munitions as waste material. Similarly, the proposed DoD Range Rule; concerns with the processing of Ammunition, Explosives, and Dangerous Article (AEDA); and numerous munitions-related toxic reporting requirements will keep environmental concerns related to munitions management on the skyline resulting in the formation by the DoD of the Operational and Environmental Executive Committee for Munitions (OEESCM). The drive within DoD for better accuracy of the approximate \$85 billion dollar conventional ammunition stockpile resulted in pressure to field the Joint Ammunition Management Standard Accounting System (JAMSS). JAMSS, however, did not come to fruition and was terminated in FY01. A continuing mission to facilitate the Services asset visibility as well as that of the Combatant Commanders was the need to feed the National Level Asset Capability (Joint Total Asset Visibility (JTAV)). Most significant within the munitions AIT arena is the pending transition of USMC Ground Conventional Ammunition data to the Department of the Navy Ordnance Information System (OIS).

Of concern is the continued decline of the Marine Corps ground ammunition stockpile built-up during the high investment years of the 80s. FY02 brought a revised, MCCDC-generated War Reserve Munitions Requirement (WRMR) study that significantly increased, **the War Reserve Requirements for conventional ammunition**. Changes from the 1996 study were significant. USMC training expenditures **of live ammunition for FY03 will approach \$260M**. Although we enter FY03 with a fully-funded FYDP for training, investment for procurement of war reserve ammunition remains a concern.

The introduction of new weapon systems in conjunction with modernization efforts of the stockpile will continue throughout the FYDP. The critical Advanced Amphibious Assault Vehicle (AAAV) will assuredly require a large portion of PMC for the vehicle to include an extensive investment of new the 30MM (and possibly 40MM) ammunition family to support the AAAV. The continuing fielding of JAVALIN and APOBS and the investments in the Family of Artillery Munitions (M795 Projectile, Modular Artillery Charge System (MACS), the Multi-Option Fuze-Artillery, and HIMARS) and the Expeditionary Support Fire Systems will continue to modernize the USMC conventional ground ammunition stockpile.

The execution of these guiding principles is based upon the mission of PM Ammo Life Cycle Management responsibilities as depicted in **FIGURE 1 CLASS V(W) LCM**, above.



## FY03 GUIDING PRINCIPLES - THE PROGRAM MANAGER FOR AMMUNITION

Similarly, **FIGURE 2 PM AMMO ORGANIZATION**, below, represents the structure of PM Ammo with each Division singularly responsible for a portion of the total mission. Collectively, the product of each division represents TOTAL OWNERSHIP of Marine Corps Ground Ammunition Efforts.



Further, this organization, unique within the DoD munitions community, serves as an excellent example of the whole being of greater value than the sum of its parts. The failure of one Division/Team would clearly, methodically, and negatively impact the mission of the other two. Ultimately, with the synergy and dynamic teaming, it will quickly affect the Marine Forces support.

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III. **MISSION.** The office of PM Ammo is part of a world-class organization with the authority and responsibility for the life cycle management of Marine Corps ground ammunition to support the needs of the Marine Corps. As such, the PM Ammo mission is to provide limited research, development, acquisition, and life cycle management support for all conventional ground ammunition required by Marine Corps Forces to train for and to successfully conduct amphibious warfare and expeditionary force operations.

The Program Manager for Ammunition also has collateral duties of Occupational Field Sponsor for the ammunition field (MOS's 2311/2340).

This wide range of responsibilities under one Program Manager is unique in that it provides the Marine Corps with a single point of visibility to assess the quality, quantity, and positioning of ammunition and it provides the occupational field with the ability to effect supply of that ammunition to Marine Forces.

Over the years, management of Marine Corps ground ammunition has become complex. Jointness is no longer a luxury; rather, it has become critical to leverage resources and achieve economies of scale in the \$800M annual DoD Conventional munitions procurements. Jointness comes with unique challenges. Reliance on the U.S. Army's Operations Support Command for both procurement and wholesale management of the bulk of the Marine Corps stockpile will most certainly remain pivotal to logistics support. Similarly, reliance on the Navy tidewaters for both storage and load out of Marine Corps LFORM is key in support of our Marine Forces ammunition requirements. External influence on Marine Corps ground ammunition policies and procedures is at an all time high. *This roadmap is designed for one reason:* to ensure that PM Ammo addresses Marine Corps interests related to Class V(W) across the Department of Defense, today and for the future. In the process, we shall not forget what the final destination of our commodity is...the young Marines sent into harm's way. As such, PM Ammo is committed to their support. First and foremost, Pm Ammo is committed to their safety; thus, we will not compromise the quality of ammunition and explosives introduced into the Marine Corps inventory. The following goals were developed with the intent of facilitating the accomplishment of our mission: support for the Marine Forces.

**"It is policy of the Program Manager for Ammunition that ammunition and explosives introduced into the Marine Corps inventory will be, first and foremost, a quality product. The safety of those who use ammunition within the Corps will not be compromised."**

IV. **PM AMMUNITION – FY03 DIVISION GOALS.** The following provides singular PM Ammunition Division goals for FY03 and out. Collectively, the culmination of these Division Goals represents the Life Cycle Management of Marine Corps Ground Ammunition. Goals outlined within the respective divisions and the Program Manager.

## **FY03 GUIDING PRINCIPLES - THE PROGRAM MANAGER FOR AMMUNITION**

### **A. INVENTORY MANAGEMENT & SYSTEMS DIVISION**

#### **Short Term Goals (FY03)**

**IMS1)** ASSIST THE PM IN TRANSFORMING FROM A PROGRAM OFFICE TO A PRODUCT STRATEGY TEAM.

**IMS2)** ASSIST THE PM IN HIS EFFORT TO ENHANCE O&M FUNDING IN SUPPORT OF THE DIVISION'S ICP ROLE AND FUNCTION.

**IMS3)** LEAD AMMUNITION LOGISTICS TACTICS, TECHNIQUES, AND PRACTICE (TTP) REFORMATION INCREASING THE POST PRODUCTION SUPPLY CHAIN EFFICIENCY.

**IMS4)** CONTINUE TO INCREASE CLASS V(W) ASSET VISIBILITY.

**IMS5)** CONTINUE TO IMPROVE CLASS V(W) INVENTORY ACCURACY INCREASING PROGRAM 15 EXPLOSIVE SAFETY INSPECTION (ESI) RESULTS BY 5%.

**IMS6)** CONTINUE TO TEAM WITH THE NAVY ON ORDNANCE / CLASS V(W) SYSTEMS DEVELOPMENT, ENHANCEMENT AND MAINTENANCE.

**IMS7)** CONTINUE TO IDENTIFY CURRENT AND FUTURE CLASS V(W) INFORMATION SYSTEMS FOR INTEGRATION INTO THE CORPS LOGISTICS AIS PORTFOLIO.

**IMS8)** CONTINUE THE CLASS V(W) KNOWLEDGE MANAGEMENT PORTAL (KMP) EFFORT AND ACCESSIBILITY, GAINING A 5% INCREASE OF VISITS TO THE SITE.

**IMS9)** CONTINUE TO PERFORM SOUND INVENTORY MANAGEMENT OF THE CLASS V(W) STOCKPILE.

**IMS10)** CONTINUE TO DEVELOP INNOVATIVE SOLUTIONS TO BETTER ENABLE MISSION ACCOMPLISHMENT.

**IMS11)** CONTINUE TO UTILIZE AND REFINE EXISTING METRICS.

### **B. LOGISTICS DIVISION**

**LOG12)** FINALIZE THE CLASS V(W) GROUND AMMUNITION PLANNING AND EXECUTION MANUAL.

**LOG13)** FINALIZE THE CRISES RESPONSE CELL SOP.

## **FY03 GUIDING PRINCIPLES - THE PROGRAM MANAGER FOR AMMUNITION**

**LOG14)** STREAMLINE PROCESSES AND PROCEDURES IN SUPPORT OF OUR INTERNAL AND EXTERNAL CUSTOMERS THROUGH SOP'S, CROSS TRAINING, AND EDUCATION.

**LOG15)** ACQUIRE BUDGET TO IMPLEMENT AND EXECUTE HQMC-DELEGATED EXPLOSIVES SAFETY PROGRAM.

**LOG16)** IMPROVE HQMC UNDERSTANDING OF EXPLOSIVES SAFETY IMPORTANCE TO OVERALL MISSION BY MODIFYING HQMC SD ORDERS AND BRIEFING AT THE EXECUTIVE SAFETY COMMITTEE (ACMC/GO) LEVEL.

**LOG17)** IMPROVE TRACKING SYSTEM FOR ENDORSEMENTS, SITE PLANS, AND WAIVERS FROM INSTALLATION SUBMISSION TO THE HQMC THROUGH THE FINAL DDESB APPROVAL AND BACK TO SUBMITTING INSTALLATION VIA APPROPRIATE CHAINS.

**LOG18)** CONTINUE TO SUPPORT NEW EMERGING AREAS SUCH AS EXPLOSIVES SAFETY SUBMISSIONS, DEMIL/DISPOSITION PLANS, MUNITIONS SAFETY, AND ENVIRONMENTAL POLICY DEVELOPMENT AND IMPLEMENTATION.

## **C. AMMUNITION PROGRAMS & BUDGET DIVISION**

**APB19)** CONTINUE TO SUCCESSFULLY GENERATE INITIATIVES WITHIN THE SBIR AND FCT ARENA. OBTAIN ONE FULLY-FUNDED SBIR AND ONE FCT FOR FY03.

**APB20)** SUCCESSFULLY OBTAIN RDT&E FUNDING FOR THE DIVISION. ESTABLISH A LONG-TERM PLAN TO INTEGRATE UNIQUE MARINE CORPS AMMUNITION RESEARCH, DEVELOPMENT, AND ENGINEERING INTO PM AMMO AND DETERMINE RESEARCH AND DEVELOPMENT NEEDS.

**APB21)** COMPLETE ANALYSIS OF DIVISION CORE VALUES. DETERMINE THE FIT OF THESE CORE VALUES TO THE MISSION AND TAKE STEPS TO REALIGN VALUES TO MATCH THAT MISSION.

**APB22)** REENGINEER THE "WORK UNIT ASSIGNMENTS" AT NAVAL SURFACE WARFARE CENTER TO REFLECT THE MISSION AND NEEDS OF PM AMMO.

**APB23)** DEVELOP AND COORDINATE AMMUNITION BUDGET CAMPAIGN PLAN FOR THE MARINE CORPS. OBTAIN \$100M OF PR05 AND UPL FUNDING IN FY05 AS PART OF THIS PLAN.

**APB24)** DEVELOP AND IMPLEMENT METRICS (BALANCED SCORECARD) FOR AP&BD TO MEASURE CURRENT AND FUTURE PERFORMANCE.



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**APB25)** CONDUCT BASELINE ANALYSIS OF LOGISTICAL PARAMETERS (WEIGHT, VOLUME, OPERATIONAL REQUIREMENTS) OF CURRENTLY PROCURED AMMUNITION AND DETERMINE THE IMPACT THAT RESULTS FROM THESE PARAMETERS. BEGIN TO DEVELOP A PLAN TO ELIMINATE THESE BURDENS.

**APB26)** WORK TO CONTINUE GOOD OBLIGATION RATES OF ALL FUNDS AND ENHANCE TRACEABILITY OF TRAVEL FUNDS.

**APB27)** CONTINUE TO CONSOLIDATE AMMUNITION PROCUREMENT ACTIVITIES AT MCSC. WITH THE HIRING OF CONTRACT SPECIALISTS, AP&BD, AND ENGINEERS TO SUPPORT TECHNICAL ISSUES, PM AMMO WILL BE IN AN EXCELLENT POSITION TO REDUCE OVERHEAD AND DECREASE RESPONSE TIME TO CRITICAL PROCUREMENTS OF AMMUNITION ITEMS.

**APB28)** WORK TO REVITALIZE THE AMMUNITION MAINTENANCE PROGRAM AND EVALUATE THE MAINTENANCE PROGRAMS AGAINST AVAILABLE FUNDING AND PRIORITY.

**APB29)** WORK TO DEVELOP A SET OF STANDARDS FOR THE EXECUTION OF NARS AND AINS TO PROVIDE CONSISTENCY AND BEST SERVICE TO THE MARINE FORCES.

**APB30)** CONTINUE TO REWORK RAM-Q ANALYSIS TO ADDRESS THE NEEDS OF PM AMMO AND THE MARINE FORCES.

### **V. PROGRAM MANAGER FOR AMMUNITION SUMMARY.**

The independent Division Head goals outlined in the previous sections will serve collectively to focus the Program Manager and senior staff's efforts, influence, and resources for FY03 and beyond.

FY03 will be a year of transition and change for the Program Manager for Ammunition. A restructuring of the Acquisition Programs and Budget Division to a more product-focused team should better address and align the acquisition, maintenance, and surveillance efforts giving overall responsibility of a munitions item to one team. Although PM Ammo provides critical support in the area of ground munitions to the Marine Corps, the mission in total life cycle support for this commodity will remain distinct within the Marine Corps Systems Command.

The introduction of ammunition and explosives into the inventory and management of all facets thereafter require this office to partner across DoD in arenas other than acquisition. As the Inventory Control Point for Class V(W), global positioning of assets and Operational Planning Support for the Marine Forces draws the PM Ammo staff into numerous forums due to the increasing jointness within DoD. The responsibility of all explosives safety for the Marine Corps has migrated into both explosives and environmental concerns as environmental issues continue to creep into munitions management.

**“..the singular voice  
across the entire  
spectrum of ground  
ammunition  
management within  
the U.S. Marine  
Corps. “**



## FY03 GUIDING PRINCIPLES - THE PROGRAM MANAGER FOR AMMUNITION

Specific Program Manager goals for FY03 are:

**PM31)** Utilizing the MARCORMATCOM Corporate Goals as a guide (*Integrated LCM, Open Honest Communication, Innovative Solutions, Responsive Logistics Force Multiplier, and Satisfied Energized Workforce*), significantly enhance the interface, communication, and teaming with the Marine Corps Material Command with respect to Commodity Class V(W).

**PM32)** Similarly, utilizing the Marine Corps Systems Command Strategic Business Model, begin a methodical approach to the formal establishment and transformation of the Program Manager for Ammunition office to a Ammunition Product Strategy Team. Assumption of munitions-related research and development programs is a key tenet of this goal. It is important to note that, with the successful achievement of this goal, we will achieve the first and only pure “end-to-end” ammunition-related entity within the DoD, which would allow the USMC to advertise a pure, singular organization for ammunition and explosives.

**PM33)** Establish/enhance the O&M funding resources to better align with organization efforts. Specifically, two primary missions are currently executed “out-of-hide” with O&M funds dedicated to primarily maintenance, surveillance, and rework. Those two mission areas are:

- Executor of the Class V(W) Inventory Control Point
- Executor of the USMC Explosives Safety Program as delegated by HQMC (SD)

As two critical components of the total Ammunition LCM effort, it is imperative that these missions stand alone in their ability to support and enable the Operating Forces.

Fiscal Year 2003 will no doubt introduce new and complex management issues with this critical commodity. This office will remain the Marine Corps’ central repository for ammunition data and act as the singular point of contact for Marine Corps Ground Ammunition. Finally, PM Ammo will remain relevant. Ammunition touches virtually every Marine and is a unique commodity that is either used, moved, expended, stored, procured, analyzed, budgeted, or developed by Marines or Marine Civilians. The unique explosive safety aspect drives policy. Ammunition is high value and high usage. It is a multi-billion dollar stockpile and a multi-billion dollar investment account. Management of ammunition is broad, from the simple to the complex. At its final stage, it represents the very tip of the tip of the spear. As such, it is recognized by every member of the staff that ALL our efforts, hours, meetings, reports, and taskers as well as the results of those efforts support those who may ultimately find themselves in harm’s way. The PM Ammo staff serve as enablers. This will remain our primary focus!

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ACQUISITION PROGRAMS  
& BUDGET DIVISION

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INVENTORY MANAGEMENT  
& SYSTEMS DIVISION

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LOGISTICS  
DIVISION

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DEPUTY PROGRAM MANAGER,  
AMMUNITION

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PROGRAM MANAGER,  
AMMUNITION

Signed 16 October 2002